

U.S. DEPARTMENT OF STATE

STATE

MAGAZINE



OCTOBER 2007

07

Foreign Leaders

Workshop develops FSN leadership skills.

08

Florentine Flourish

College fair in Italy promotes student visas.

26

Symphony of Diversity

Iraqis demonstrate unity through performing arts academy.

POST OF THE MONTH

HAVANA

PAGE 28



FEATURES

- 10** Change of Scene
Rotation program brings challenge, learning.
- 12** Mid-term Grades
A view of Civil Service rotation at mid-point.

60 Years of Learning at FSI

- 16** A Long Way from C Street
FSI now offers courses worldwide via new technologies.
 - 18** Reacting with Relevance
FSI responds to challenges as they arise.
 - 20** Hello, Technology
FSI's language instruction changes with the times.
 - 24** Welcome Home
Transition Center aids Iraq and Afghanistan returnees.
-
- 34** Office of the Month: HR/EX
HR's Executive Office promotes efficiency, transparency.

26

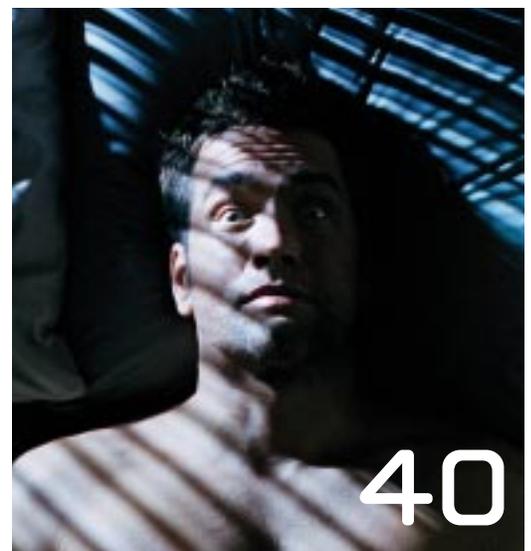


ON THE COVER

FSI Celebrates 60 Years of Service. *Photograph by David L. Johnston*

COLUMNS

- 2** Readers' Feedback
- 3** In the News
- 40** Medical Report
- 42** Education & Training
- 43** Appointments
- 45** Retirements
- 46** Obituaries
- 48** The Last Word



Memorial Plaque's Importance Emphasized



The plaque gleams in the C Street lobby of the Harry S Truman Building.

A plaque, “In Memory of Our Foreign Service Family Members Who Have Died Abroad,” was unveiled on Foreign Affairs Day 2000 by the then Under Secretary, and a message from President Bill Clinton honoring Foreign Service families was read. He noted that such recognition was long overdue.

Our son, Warren Burke Shepard, died of hepatitis while we were assigned to the U.S. Embassy in Athens in 1980. All children are special, and Warren was a rare gift. Just 14, he was to have attended Philips Exeter Academy that fall. On his death, memorial ceremonies were held in Athens and at the National Cathedral in Washington, D.C. Every year since, ceremonies are held in his memory at the American Community School in Athens and at Exeter, where an award

is given in his name. His birthday was the day before Foreign Affairs Day this year.

In his memory, and in memory of all Foreign Service family members who die overseas, I had the idea to install a plaque in their honor. The American Foreign Service Association, with the help of Bruce Laingen, and the Associates of the American Foreign Service Worldwide supported the idea, and Department of State management quickly agreed.

I wrote the dedicatory words for the plaque, consulting with AFSA colleagues. A list of names didn't seem appropriate, and after consideration, we thought it best that no characterization of the circumstances of death be reflected on the plaque. It would be a dignified remembrance, a place where family sacrifices would be recalled. In that spirit, AAFSW annually provides a

floral wreath.

For several years, the presiding official at the annual plaque ceremony also mentioned the Foreign Service Families Plaque. But that has not happened for a few years, and I think it should. We hear a lot, deservedly, about the sacrifice of Foreign Service colleagues. That sacrifice is shared in full measure by family members. I gather that with more and more unaccompanied tours, and fewer slots in Europe or Washington, that more family members will be exposed to separation and chancy schooling and medical care. We need to understand that the price for this will be paid largely by those who did not choose our career for themselves. At least, we should honor the memory of those who fall along the way.

William S. Shepard
Retired Foreign Service officer

Larger Tragedy Averted

Thank you for your coverage of the suicide bombing at the Iraqi Council of Representatives on April 12. All of us at the U.S. Embassy in Baghdad are very grateful for the courageous work of our Bureau of Diplomatic Security agents here. I was surprised, however, that the article did not mention our two colleagues from the political section who were in the room when the bombing occurred. Both a Foreign Service officer and a Foreign Service National were there, just a few feet from the explosion. Given that our officers go to the Council of Representatives on an almost daily basis, we are particularly fortunate that none of our colleagues was seriously hurt.

Alyce Abdalla
Economic Officer
U.S. Embassy in Baghdad

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NEWS



Ambassador Mussomeli poses with Super Chicken at a press event.



Hatching a 'Super' Plan

Cambodia's 'Super Chicken' Helps Fight Avian Flu

The U.S. government is supporting efforts to reduce human exposure to avian influenza in Cambodia through the activities and technical expertise of the U.S. Agency for International Development, the Centers for Disease Control and Prevention, and the Departments of Agriculture, Defense and State. Since 2005, the U.S. government has provided approximately \$9 million to Cambodia in this endeavor.

A cartoon character called Super Chicken is an important element of the nationwide communications campaign organized by the Academy for Educational Development on behalf of USAID. Originally developed in Cambodia in 2005, "Super Moan" (pronounced Mo-ahn), as he is known there, is a broad-breasted, red-caped rooster. Through televised

public service announcements, posters, booklets and in costumed form at public events, the rooster teaches Cambodians how to recognize avian influenza and prevent its spread.

Super Moan has been so effective that the Cambodian Ministry of Agriculture adopted him as the national avian influenza emblem. His popularity and effectiveness has been recognized beyond Cambodia's borders. Laos adopted a slightly modified Super Chicken character for its national program in 2006. Countries as far away as Africa are also interested.

At a recent press event, U.S. Ambassador Joseph A. Mussomeli said, "The death of a young girl in Cambodia from the H5N1 virus last month serves to remind us that we have not yet contained bird flu here.

"We must remain vigilant in our efforts to detect and contain the virus. And we must educate the citizens of this nation, particularly at the village level, so that they, too, may play an active role in prevention, early warning, and control of a virus that continues to strike them quite literally where they live."

Although incidents of animal-to-human transmission are low, the H5N1 avian influenza virus remains highly pathogenic. Its rate of mutation raises concern that it will lead to a human influenza pandemic. The Cambodian government, with U.S. assistance, has made advances over the past 18 months in educating its population about the dangers of bird flu and putting into place a system to track avian influenza outbreaks and coordinate a government response.

CONTRACTOR IN ECA WINS STAFFING AWARD

Cheryl L. Cook, a contractor with the Bureau of Educational and Cultural Affairs and an associate member of the Carl T. Rowan Blacks in

Government chapter, was selected from a pool of 150 nominees nationwide as the 2006 National Staff Employee of the Year by the American Staffing Association.

She is the director of E-GOALS, the Department's online survey and performance measurement system.

Cheryl L. Cook also does postgraduate work at the Howard University School of Divinity and conducts community workshops on developing leaders.



Department's PMA Score Improves

Due to a new process, the Department of State has achieved "green-green" status on the e-Government part of the President's Management Agenda's scorecard for the four consecutive quarters prior to the fourth quarter of fiscal 2007. Earlier, the Department had been at "yellow-green" status.

The Department uses the PMA to manage information technology, working to meet the PMA standards for IT systems and data security by regularly certifying and accrediting its systems. Chief Information Security Officer John Streufert and the Bureau of Information Resource Management's Office of Information Assurance have revised the domestic IT systems' certification and accreditation process to provide more partnering with bureaus, process transparency, lower costs and greater IT security. Bureaus now contract for certification and accreditation with contractor-staffed teams, and IA ensures requirements are met. These changes are seen as cheaper, more transparent and offering more open communication between bureaus, teams and IA.



Negroponte, Hughes Honor FS Youth Award Winners

The Benjamin Franklin Diplomatic Reception Room, decorated with Foreign Service youth art work from the State Department Federal Credit Union's art contest, provided the backdrop for July's annual Foreign Service Youth Awards ceremony coordinated by the Family Liaison Office.

Under Secretary for Public Affairs and Public Diplomacy Karen Hughes gave the keynote address. She said young people in Foreign Service families are the country's youngest ambassadors, representing American culture and values everywhere they go.

Jon Clements, president and CEO of Clements International Insurance, presented the Community Service Awards to Mark Phillips of Scottsdale, Ariz., and Kate Miller of Cairo, Egypt.

Ambassador Ruth Davis, senior advisor to the assistant secretary for African Affairs, presented the Kid Vid Awards, funded by Oakwood Corporate Housing, to Megan Potts of Frankfurt, Germany; Nathan Lewis of Rabat, Morocco; Erik Thackston of Rio de Janeiro, Brazil; and Skyler and Haley Hodell of Hong Kong. Their videos will be added to the collection at the Overseas Briefing Center.

Blanca Reubensaal, president of the Board of Directors of the Foreign Service Youth Foundation, presented the Young Diplomats' Essay Awards, funded by Diplomatic Auto Sales, to Hana Passan of Lusaka, Zambia; Charles Brands of Santo Domingo, Dominican Republic; and Nicholas Marrano of Madrid, Spain.

Children with parents serving in unaccompanied, high-risk posts were recognized for their sacrifices and contributions. Of the 365 children who have received medals and certificates, 34 attended the ceremony and were acknowledged by Deputy Secretary of State John Negroponte.



Under Secretary Karen Hughes talks to a couple of the award winners after the ceremony.

Then-Director General George Staples honored the special effort of the Office of Inspector General's CFC team, among others, at the Department's CFC awards ceremony. Shown from left are: Diane Lawrence, Staples, Vonda Richardson and Willie J. Thomas.



DEPARTMENT LAUNCHES 2007 CFC INITIATIVE

This month marks the start of the 2007 Combined Federal Campaign, and the State Department's campaign manager, Patricia M. Pittarelli, is busily organizing the effort to raise at least \$2.1 million by December 31 for more than 3,000 local and national charities.

For Pittarelli, an employee relations specialist in the Bureau of Human Resources, and campaign coordinator Shelly Kornegay, the Department's 2007 CFC effort began in July and in recent weeks involved setting up a Department-wide CFC committee "so that it's not just Shelly and I carrying the load," Pittarelli said. They also identified all of the potential contributors—Department retirees, Washington, D.C.-based employees and Foreign Service personnel worldwide—so that each may receive a CFC catalog of eligible charities and a pledge card. Contributors also get a thank-you note, and those who give more than one percent of their annual incomes get an eagle pin.

On Oct. 1, the campaign will hold its public launch in the

Exhibit Hall of the Harry S Truman Building, with what Pittarelli expects will be door prizes and a celebrity speaker. The campaign's theme is "Be a Star." Scheduled to speak are the Director General, who is vice chairman of the Department's campaign, and representatives of about 10 charities that benefit from the CFC.

Earlier this year, the Department presented awards to those who made considerable efforts in its 2006 CFC drive, which contributed \$2.2 million to the record-breaking \$60 million raised by all federal agencies. These individuals, many of whom coordinated their bureau or office's giving, reflect how the Department is filled with public-spirited employees, Pittarelli said. Lending a hand "is what we like to do. With CFC, we can do it in an organized way," she said.

Employees can contribute online via Employee Express (if overseas, they must download and print the pledge form) or by using their pledge card to establish a payroll deduction or a one-time payment.

Pay Analysis Software Enhanced

Bureau of Human Resources international compensation analysts, who conduct 175 annual salary compensation analyses annually, are now benefiting from a recent upgrade of the Payline support application. The analyses allow the Department to provide its 49,000 Locally Employed Staff overseas with locally equitable salaries and benefits.

HR analyzes the compensation paid by comparable companies in countries where U.S. embassies and consulates are located. However, Payline's predecessor supported only minimum and maximum analyses, and labor-market position surveys were

analyzed with spreadsheets. Later, other software was created to support market position analyses, but the analysts continued using the earlier software for minimum and maximum surveys.

The Payline upgrade now supports both the market position and minimum and maximum analyses and has tools to assist in efficient and accurate processing of compensation reviews for both methods. HR's Office of Overseas Employment hopes to have Payline eventually provide survey data in an electronic format for downloading to reduce data-entry work. This may create a direct interface to the Department's new cable system, SMART.

Conference Attendees Visit Diplotots

At the 18th Annual General Services Administration Child Care Conference in July, the Department of State's Diplotots' childcare center in SA-1 was, with three other GSA-affiliated centers, visited by conference participants.

Diplotots was



among the centers selected for its successful accreditation through the National Association for the Education of Young Children, the industry's seal of approval for childcare centers. NAEYC evaluates a center on such elements as administration, staffing/professional development, curriculum and appropriate attention to health and safety. Diplotots, established in May 1996, earned NAEYC accreditation in December 2003.

GSA also chose to visit Diplotots based on its varied curriculum and educational offerings. Diplotots features language programs, music, dance and tumble classes, and a summer camp. Diplotots is now preparing to host a visit by GSA Deputy Regional Administrator Ann Everett, who oversees development of the child care program at GSA.



FIRST IMMIGRANT VISA ISSUED IN TALLINN SINCE 1940

On July 19, the U.S. Embassy in Tallinn issued the first U.S. immigrant visa in the country since the 1940 Soviet occupation forced the closure of the American mission (then a legation) in Estonia. Although the mission reopened as an embassy in 1991, all immigrant visa processing for Estonian residents had, until now, been handled by the nearby U.S. Embassy in Helsinki. This photograph, taken by Nikita Chernov of the *Molodjzh Estonii* daily newspaper, shows Ambassador to Estonia Dave Phillips presenting the first visa to Heleri Ploor-Vollmer, who is moving with her American citizen husband to Minnesota.

STATE

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The submission deadline for the December issue is October 15. The deadline for the January 2008 issue is November 15.

FOREIGN LEADERS

WORKSHOP DEVELOPS FSN LEADERSHIP SKILLS **BY NAILIA HASHIM-ZADE**

In 2004, colleague Emin Kasimov and I, both Foreign Service Nationals, participated in a Leadership Education and Development workshop, which develops critical leadership skills such as communicating, supervising, counseling, motivating and decision-making. Upon completing the course and its train-the-trainer session, we were certified as LEAD workshop facilitators and sent back to the U.S. Embassy in Baku, Azerbaijan, to train our colleagues.

LEAD training develops professional and personal skills and helps to improve interpersonal relations and communication, self-confidence and readiness for responsibility, and it also enhances the ability to motivate and lead. These skills are useful for the Department's nearly 55,000 FSNs, although the course on leadership is only mandatory for American Foreign Service officers. Some leadership skills classes for FSNs, however, have been cut; for instance, they are no longer offered by the Regional Support Center in Frankfurt, Germany. The

lack of training or travel funds often inhibits FSN training. Fortunately, LEAD trainers like us occasionally conduct classes at posts.

Our first LEAD class, held in 2005, engendered lively discussions and classroom participation. Buoyed by our experience, we offered to facilitate a second course a month later and invited participants from other posts. Afterwards the embassy's deputy chief of mission, Jason Hyland, demonstrated leadership by expressing a personal interest in each student.

Our third class that year took place at the Regional Program Office in Vienna, Austria, for 25 participants from 18 posts. All wrote in their journals about what they learned and how they could apply it in their jobs or personal lives.

Next, we held a LEAD class at the U.S. Embassy in Tokyo, where the U.S. Mission in Japan attendees overcame their reluctance to express themselves and actively and confidently shared their experiences, showing how LEAD training helps

people to open up with co-workers. The Tokyo embassy was so pleased that it invited us to conduct another session in 2006, and that course elicited such student comments as "This was my best week ever at the embassy," and "I never saw myself as a leader, only as a follower."

The U.S. Embassy in Baku seeks to develop all employees' leadership skills. There, Emin and I continue to facilitate LEAD workshops and to provide training to employees from other posts. The May 2006 course in Baku had participants from Sri Lanka, Pakistan, Albania and the Federation of Bosnia and Herzegovina.

By training for leadership, a U.S. mission gains effective supervisors and leaders and improves communication and employee relations. Then, we are all more effective and successful in achieving mission and Department goals. ■

The author is a human resources assistant at the U.S. Embassy in Baku.



Participants from the first Baku LEAD workshop pose with course facilitators.

The Florence Dance Company performs in front of the consulate general building.



FLORENTINE FLOURISH

COLLEGE FAIR PROMOTES STUDENT VISAS

**BY SARAH BECK, KATHRYN RAKICH
AND BRIAN C. WINANS**

Although the number of student visas fell in the wake of the September 11, 2001, attacks, Assistant Secretary of State for Consular Affairs Maura Harty wanted the nation's welcome mat for foreign students to remain firmly in place.

"We believe the best advertisement for America is America," she said. "There is no better way to learn about the United States than to live and study and work with Americans. The loss of this opportunity for even a single student is a loss we

are not prepared to bear."

In 2006, the United States issued more than 591,000 F-, M- and J-type student visas worldwide, at last surpassing the post-September 11 decline. But the U.S. Consulate General in Florence, Italy, believed it could do better, and it rolled out the welcome mat in a new way, with a Study USA college fair.

The Consulate General made the fair the centerpiece of its participation in the Province of Florence's prestigious *Genio Fiorentino* cultural series, which

celebrates Florentine innovation and tradition. The fair arose from talks between the President of the Province of Florence, Matteo Renzi, and Consul General Nora Dempsey. Renzi, a 2007 Voluntary Visitor Program participant, explained that his visitor program experience made him eager to find more ways to encourage Italian students to seek out U.S. study experiences.

Florence's consular district hosts 10,000 American students every year, the highest concentration of American college students outside the United States. But in the four years since the reopening of the consulate's nonimmigrant visa

section in October 2003, only 8,000 people applied for visas to study in the United States or go on an exchange.

Responding, Consul General Dempsey proposed the college fair, a long-time goal of the consulate, and she and Renzi christened the fair *Andare Oltre – Go Beyond*.

In preparation, Commercial Specialist Barbara Lapini spearheaded the university search campaign, approaching the 45 U.S. universities with programs in the consular district and recruiting non-U.S. schools. Also involved were the consulate's public affairs, executive, administrative, American citizens services and NIV sections. In



Above: U.S. Ambassador to Italy Ronald P. Spogli, center in suit, stands with Italian students.
Below: Some of the fair's attendees mob the consulate general's U.S.-study information table.



addition, the U.S. Embassy in Rome, the U.S. Consulate in Milan, local interns and numerous student volunteers provided substantial support on the day of the fair.

HELPING HAND

A generous 25,000-euro contribution from the Province of Florence transformed the fair into a memorable, interactive experience. The province also crafted an advertising campaign that made the fair one of the *Genio* series' most popular events. By pointing to Florentine explorer Amerigo Vespucci,

whose first name appeared on the map as "America" in 1507, the province's Web site invited students to also discover America. More than 1,000 Italians and Americans visited the site.

The fair took place on the street in front of the consulate, facing the Arno River. There, 30 booths promoted 26 American universities, two of which had flown representatives in from the United States. There was also a Fulbright stand and a booth where the NIV section used a flat-screen plasma television to display a presentation on the visa application process. The

booth was mobbed with eager students throughout the fair.

U.S. Ambassador to Italy Ronald P. Spogli spoke at the opening ceremony, alongside President Renzi and Consul General Dempsey. Journalists and television crews captured the day's events, and there were glowing articles in newspapers over the days to come. A two-hour talk show that subsequently aired on Italian television also outlined information for Italians interested in studying in the United States, offering substantial footage of the college fair. In addition,

there were four seminars with experts explaining aspects of studying abroad, from taking the English-language test to student orientation.

Cultural highlights of the fair were the performances of the Florence Dance Company, the Puccini Music Festival and the Duke's Men of Yale, an a cappella choir from Yale University. ■

Brian C. Winans is vice consul, Kathryn Rakich is executive assistant to the consul general and Sarah Beck is a consular assistant at the U.S. Consulate General in Florence.

Change of Scene

ROTATION PROGRAM BRINGS CHALLENGE, LEARNING
STORY AND PHOTOS BY TIJEN AYBAR

As part of the year-long Civil Service Mid-Level Rotational Program, I am fulfilling professional and personal development goals and having a lot of fun, too.

For instance, I've been pleased to support Mission Abuja's presidential, legislative and gubernatorial election observation efforts in Nigeria's northeast geopolitical zone of Bauchi State; to escort a West African ambassador and his family to the Oval Office to meet President Bush—yes, I even picked up a box of White House M&Ms—and to prepare an ambassador-designate for his congressional testimony. In my new portfolio as desk officer in the Bureau of African Affairs' Office of West African Affairs, I primarily

cover Nigeria and the Economic Community of West African States but have also covered the Mali, Mauritania and Niger desks during the summer transition.

The CSMLRP was developed by Civil Service employees in the Foggy Bottom Society and championed by Bureau of Human Resources Deputy Assistant Secretary Linda Tagliatalata, who recognized the need for a formal and systematic process for offering temporary professional development assignments to Civil Service officers at the GS-12 and GS-13 grade levels.

For two years, I was the senior adviser for the East Asian and Pacific Affairs region in the Bureau of Economic, Energy and Business Affairs' Office of Commercial and

Business Affairs. I hoped the CSMLRP would open additional opportunities to support the Department in ways to which I otherwise would not have been exposed. I have not been disappointed. This detail assignment has been a wonderful opportunity to learn, grow and become acquainted with the mentors, management and bilateral issues in AF.

A Team Welcome

The Office of West African Affairs welcomed me as one of its team and empowered me from the beginning. It has been one of the best offices in which I have ever worked, in the public or private sectors. Within my first month on the job, I was drafting a paper on Nigeria-China relations, updating the Nigeria Country Background Notes, meeting Nigerian political figures in the period leading up to

Six of the Civil Service Mid-Level Rotational Program's initial seven participants discuss their goals for the program. Seated from left are: Mary Ellen Sariti, Katherine Kuchta-Helbling, Tijen Aybar, Stuart Denyer, Rachel Waldstein and Jonathan Thompson.



Nigeria's historic elections, attending conferences, writing cables and providing guidance to U.S. organizations exploring business interests in Nigeria. I had a lot to learn but was eager to hit the ground running and apply my background and skills.

The CSMLRP aims to build collaboration among its participants. I had the chance to do so with a colleague who was working in the Bureau of Consular Affairs regarding input for a Nigeria Web page document. My EEB experience working with business visa issues allowed us to work together to incorporate valuable visa information for the public. This is just one example of the program's promotion of cross-fertilization and symbiosis.

As my CSMLRP colleagues and I were adjusting to our new roles, responsibilities and offices, CSMLRP Program Director Paul Lawrence arranged for a day-long session at the Foreign Service Institute. We quickly learned that this was our program. The CSMLRP provides the freedom to make of it what we wanted, and we were encouraged to be innovative and to think entrepreneurially.

The CSMLRP also aims to develop a culturally diverse group of highly qualified strategic-thinking individuals as future Department leaders. When my CSMLRP colleagues and I discussed what we wanted out of our program, we decided that the group would hold monthly brownbag lunches and that each of us would take turns developing and leading the activity with a guest speaker. We have held sessions on networking and developing Individual Development Plans, and we are coordinating with FSI on our next program on leadership.

We have also crafted a mission statement, developed a reading list and started lists of best practices and areas of improvement for the program.

Learning Leadership

The Department's future leaders must be adaptable, results-driven, and able to lead and manage a multicultural workforce. The CSMLRP encourages mid-level Civil Service employees to get out of their comfort zones, and the initial seven participants in the program have done just that.

I would like to see the Department and the program reach out to more bureaus, executive offices and supervisors to promote the flexibility that will allow an organization's top performers to join the program.

In the first six months of my rotation, I experienced ways in which embassy personnel implement the Department's public diplomacy goals. Our small group in Bauchi State provided books to the American Corner at the Bauchi State Library and visited a women's multicultural society, a training facility that runs health clinics and provides programs on developing civil society and women's empowerment. I also found myself standing in front of the state's prison while observing elections and—my favorite experience—weaving through police checkpoints made from tree branches, rocks and tires in an armored convoy. I look forward to continuing this exciting adventure in AF for the next six months. ■

The author is a desk officer in AF's Office of West African Affairs and the cofounder of the Stately Speakers Toastmasters Club.

We quickly learned that this was our program.

The CSMLRP provides the freedom to make of it what we wanted, and we were encouraged to be innovative and to think entrepreneurially.



Left: The author in Jos, Nigeria, en route to Bauchi State. **Above:** Tijen Aybar visits a women's training facility that runs health clinics and provides programs on developing civil society and women's empowerment in Bauchi State, Nigeria.

The author takes a break from her work at CA.



Mid-term Grades

A VIEW OF CIVIL SERVICE ROTATION AT MID-POINT **BY MARY ELLEN SARITI**

I had been in my position for five years, at the top of my pay grade for my job series. I wanted a new challenge and a chance for a promotion. But I had almost no contact with other bureaus of the State Department and felt

like a very small part of a vast bureaucracy.

Then, the Civil Service Mid-Level Rotational Program came along. Now, I'm detailed to the Bureau of Consular Affairs' Office of Overseas Citizens Services for Africa.

PHOTOGRAPH: ED WARNER



My involvement in the program grew out of meetings of the Foggy Bottom Society that focused on creating professional development opportunities for Civil Service employees. The FBS began exploring a job rotation for such employees that would resemble out-of-cone assignments in the

Foreign Service. The FBS meeting that convinced me to try the CSMLRP was one where Deputy Assistant Secretary for Human Resources Linda Tagliatela spoke of creating a “vibrant career path in the Civil Service that would develop talent in a new and different way.”

My supervisor agreed to support the program. I had worked in Shanghai for two years as an Eligible Family Member in the American Citizens Services section of the U.S. consulate. I’d loved it, so when CA’s Office of Overseas Citizens Services showed up on the list of openings for the CSMLRP, I listed it as my first choice and got it. I had the change I wanted, without the risk of a permanent change I might not like.

Learning Curve

Now, halfway through my rotation, I sometimes wonder what I was thinking. The move from one mid-level position to another was difficult. The first few weeks, I felt I had been “de-skilled.” In Shanghai,

“I feel more connected through my new contacts and have less of a sense that I’m one among thousands.”

I was an entry-level professional as a consular associate doing mostly routine consular work. When I had something difficult to do, I could contact CA in Washington for an “expert” opinion. Now, I am the CA expert for 12 countries in Africa. ACS officers contact me with their most difficult questions, such as “What do I do if an American citizen parent wants to get a Consular Report of Birth Abroad in my consular district, but the baby was born in the country next door?” or “Can a dual-national run for national office?”

Two weeks into my new job, armed insurgents attempted to oust the newly elected government of one of my countries, and the embassy initiated an authorized departure of nonemergency Americans. At the end of my third month, eight Americans were kidnapped overseas and two Americans perished in a plane crash.

I was given a lot of responsibility to work these complex cases. But my colleagues and managers provided the detailed assistance I needed. Then, they praised me for my excellent work.

Expanded Networks

The experience also let me expand my professional network. I have new colleagues

in the 12 countries I’m responsible for and at least as many in Washington, within and outside the Department.

Here’s an example of how networking has helped: When a CSMLRP colleague serving as desk officer for one of my countries suggested changes to a document I was responsible for clearing, my managers readily accepted her changes because I knew her from the program.

Another example of the benefit of having Department contacts played out during the recent passport crunch. Because I had passport adjudication experience, I volunteered for CA’s Passport Taskforce, where my ties to CA and the Bureau of Educational and Cultural Affairs came into use regarding the passport applications for a number of teachers. The teachers were to travel on their Fulbright exchanges in August, but their passports were caught in the backlog. I helped them work with the Passport Taskforce to ensure that they received their passports in time to travel.

Many of my former colleagues are now also friends and have moved to positions in other Department bureaus and in other federal agencies, many as managers. Once, an American businessman from North Carolina called about hosting the brother of the president of a Central African country I was responsible for. He wanted information about the business climate in that country to tailor his guest’s visit. It happened that one of my former colleagues had moved to the Department of Commerce, and she provided me with the names of Foreign Commercial Service officers for that country and of a Commerce Department employee in North Carolina, all within one hour.

I feel more connected through my new contacts and have less of a sense that I’m one among thousands. The Department has become both larger and smaller to me.

The rotation program’s participants have several more months to go, but I feel certain that my number of acquaintances in the Department and my understanding of CA and the Department overall will only increase and deepen. ■

The author is on a Civil Service mid-level rotation in CA.





DECADES OF CHANGE

CELEBRATING FSI'S
60TH BIRTHDAY,
STATE MAGAZINE
DEVOTES THE
FOLLOWING PAGES
TO THE INSTITUTE'S
EVOLUTION AND
CONTRIBUTION

A LONG WAY FROM C STREET

FSI NOW OFFERS COURSES WORLDWIDE VIA NEW TECHNOLOGIES **BY CATHERINE J. RUSSELL, WAYNE OSHIMA AND JANE SCOTT NORRIS**

Sixty years ago this year, Secretary of State George C. Marshall established the Foreign Service Institute in a small building on C Street, N.W., in Washington, D.C. It offered basic and advanced officer training, language training and management and administrative training to about 3,000 students annually.

Today, FSI has four schools (Leadership and Management, Applied Information Technology, Language Studies and Professional and Area Studies) and a Transition Center and offers more than 550 different courses at a 72-acre campus that is the first and only U.S. government facility devoted to training foreign affairs professionals. FSI also teaches the second year of hard languages at schools in Tunis (Arabic), Taipei (Chinese), Yokohama (Japanese) and Seoul (Korean).

Philosophically, FSI has evolved into a global schoolhouse that provides programs at the George P. Shultz National Foreign Affairs Training Center and at regional centers and posts around the world. It also uses external providers and, increasingly, technology that brings training to employees' desktops or home computers.

FSI's total enrollment—now, close to 60,000—reflects a vastly diverse and far-flung workforce, encompassing employees working worldwide, family members, Locally Employed staff and personnel from 45-plus other federal agencies. Beyond its Washington-based programs, FSI has begun offering varied training solutions that are available where and when employees need them. These solutions reduce time away from the office and are more cost-effective. By making training more easily available to its global audience, FSI has sparked a training boom.

PARTNERING TO TRAIN

In April, FSI kicked off an initiative to develop partnerships that can expand the training opportunities available to Department employees. Called the FSI Regional

Training Initiative, it seeks to identify and exploit opportunities to broaden FSI's training reach by deploying FSI instructors to regional training locations and by taking advantage of the vast number of those rotating in and out of training assignments or possessing relevant subject-matter expertise. The potential of this initiative includes:

- Producing experts from across the Department who could serve as adjunct faculty authorized to offer FSI courses around the world for FSI credit and

with access to the FSI curriculum.

- Granting FSI course status to bureaus' and posts' training that meets FSI standards for content and quality and is sponsored by one of FSI's five schools/centers, depending on the content.
- Sharing FSI curriculum for use by posts and bureaus for FSI credit. This depends on post or bureau willingness to deliver the curriculum as provided, without modification, and on the experience and qualifications of the trainer.

Detailed information on this new initiative can be found in State ALDAC 001525 or on FSI's OpenNet Web site at http://fsi.state.gov/regional_training/default.asp?ID=2984.



Members of FSI's information technology staff prepare equipment for use in training.



Dr. Katie Sprang, head of FSI's Instructional Support Division, shows Secretary of State Condoleezza Rice some of FSI's technology-based training products.

VIRTUAL CLASSROOMS

FSI now also offers around-the-clock access to learning through a large number of distance-learning courses that are offered through the Internet-based Learning Management System. Thousands of commercially available courses are also available through FSI's FasTrac program, and FSI has developed 103 distance-learning courses covering foreign languages, transformational diplomacy, computer security, ethics, public diplomacy, consular matters and use of the Web-enabled Post Administrative Software Suite. Offerings range from self-study classes to mentor-guided online courses. Employees worldwide have been taking the courses.

Last year, FSI made the popular foreign language teaching product called Rosetta Stone available worldwide. In 2007, 112 language tests will be conducted by digital videoconference, and 15 crisis management exercises at small posts will be offered using this technology.

Also in 2007, the School of Applied Information Technology pilot-tested the use of Adobe Content Manager to teach students from Mexico to New York who were working from their

homes and offices. Through voice, video and instant messaging, the class was interactive in real time.

E-TRAINING PROVIDER

Perhaps one of FSI's most significant recent coups was its designation by the Office of Personnel Management as one of five authorized shared-service providers for e-Training, which is part of the President's Management Agenda e-Gov initiative. This designation applies to FSI's unique foreign affairs-related distance-learning products. Since then, FSI was selected by the Office of Management and Budget as an authorized provider of computer security training for all federal agencies. The FSI-developed online computer security course is being adopted by such federal agency users as the Environmental Protection Agency, the Securities and Exchange Commission and the National Labor Relations Board.

Clearly, FSI's impact is now being felt well outside of the Department. ■

The authors are, respectively, executive director for management, a management analyst and the dean of the School of Applied Information Technology.



60
YEARS OF TRAINING
EXCELLENCE

FSI

REACTING WITH RELEVANCE

FSI RESPONDS TO CHALLENGES AS THEY ARISE **BY ROSE LIKINS AND MICHAEL GUEST**

When it comes to meeting the challenges posed by the Department's involvement in Iraq and Afghanistan, the creation of 18 new American Presence Posts or the implementation of Transformational Diplomacy, the Foreign Service Institute has responded, creating a range of new courses and programs to train Department employees in meeting these needs.

FSI's Leadership and Management School has pioneered several programs aimed at addressing Transformational Diplomacy. For instance, one new online course examines leadership skills that help employees achieve transformational results in everyday policy work. Aimed at an interagency audience, the Transformational Diplomacy seminar series looks at the ideas and techniques that can help build stronger democracies, fight corruption, combat disease and strengthen the rule of law in partner countries. FSI's Web site also

has a step-by-step guide for facilitating a discussion on revamping a country team's approaches on priority policy goals.

FSI's Political and Economic Tradecraft course, meanwhile, now incorporates a capstone interactive Transformational Diplomacy workshop. Working in groups, students integrate their briefing, policy and program skills to explore transformational creative activities that can advance U.S. interests.

To give political and economic officers the tools to become effective managers of transformational programs, FSI launched a course called Managing Foreign Assistance Awards Overseas. This three-day course trains officers to link foreign assistance awards with post-specific strategic-planning priorities. The course's early offerings have received rave reviews.

FSI has also responded to the needs of Iraq and Afghanistan by working with the interagency community to develop new courses for U.S. civilian and military personnel serving in Iraq and Afghanistan in integrated counter-insurgency forces. To develop and teach the courses, FSI relied on contributions from experts from the Departments of State and Defense, the U.S. Agency for International Development, think tanks and nongovernmental organizations. In separate one-week courses, students learn the skills needed in Iraq and Afghanistan, including funding, public diplomacy, civil-military relations and cultural and historical topics. The course ends with a practical exercise that is critiqued by a panel of experts. These courses have produced nearly 200 graduates.

Because Secretary of State Condoleezza Rice views APPs as a vital part of



FSI Director Dr. Ruth Whiteside, left, meets with FSI Deputy Director Rose Likins at the statue of Benjamin Franklin, a landmark on the FSI campus. Franklin was Ambassador to France during the American Revolution.

PHOTOGRAPHS: (LEFT) ROBERT KAISER; (OPPOSITE PAGE) FSI ARCHIVES



FSI's "old main" building began life as a different kind of school—the Arlington Hall Girl's School, a high school and two-year college from the 1920s to early 1940s.

Transformational Diplomacy and APP officers as "intrepid diplomats," the plan to expand the number of APPs by creating nine new APPs in 2007 and several more in 2008 required FSI to train APP officers. Various entities at FSI cooperated in planning and implementing the training, first held in the summer of 2007. The intense, three-week course focused on developing multidisciplinary skills and tools needed to do outreach in the new APP cities.

FSI is also leading efforts to strengthen interagency cooperation through shared training opportunities. Its new National Security Executive Leadership Seminar brings together interagency leaders at the GS-15/FS-01 level to examine the cross-agency synergy needed to advance the President's National Security Strategy. Working with a range of Department bureaus, FSI has set up roundtable discussions in which participants will develop new approaches for priority policy needs. Other courses that foster enhanced interagency cooperation are those on political military affairs, combating weapons of mass destruction, terrorism and the new orientation course for the political advisers who serve U.S. military service chiefs and combatant commanders.

In addition, FSI and the Office of the Coordinator for Reconstruction and Stabilization have created seven new courses that train U.S. agency personnel in cooperating in whole-

of-government efforts to stabilize failing states and reconstruct failed states. FSI also will pilot two more S/CRS-related courses in fiscal year 2008 and develop an online introductory course. These courses attract a diverse group of participants from the Departments of State and Defense, USAID and civilian agencies. This interagency training will enhance the Secretary's ability to implement National Security Presidential Directive 44.

Finally, over the last year, FSI and the Bureau of Human Resources have worked with the National Defense University, the chancellor of the National Intelligence University and the chief learning officer of the Department of Homeland Security to create a National Security Education Consortium that will collaborate on training to promote interagency operation. In May, the President signed Executive Order 13434, requiring all of the cabinet agencies to develop programs to create a National Security Professional Corps within the federal government. This initiative is in the early stages of development, and details on it will be available over the next several months. The executive order and the national strategy are available on FSI's Web site, on the Intranet at <http://fsi.state.gov>. ■

The authors are deputy director of FSI and dean of FSI's School of Leadership and Management, respectively.



YEARS OF TRAINING
EXCELLENCE



HELLO, TECHNOLOGY

FSI'S LANGUAGE INSTRUCTION CHANGES WITH THE TIMES **BY GRETA N. MORRIS**

The School of Language Studies was present at the creation of the Foreign Service Institute, which was established in 1947 primarily to teach foreign languages to American diplomats. From a 1947 enrollment of 559 students in 31 languages, SLS grew to a 2006 level of almost 4,000 enrollments in more than 70 languages.

The school's approach to language teaching has also changed dramatically, responding to developments in language teaching and the demands arising from globalization, the 2001 terrorist attacks and Transformational Diplomacy.

At its start, SLS used the teaching method developed by Dr. Henry Lee Smith Jr., who was recruited to launch SLS. Dr. Smith's U.S. Army method—later also called the FSI method—was the precursor of the audio-lingual, or *drill and kill*, method. Soon, the FSI method gained prominence.

After 1959, language tests became mandatory, and the focus of training shifted from teaching languages for specific purposes to teaching global language proficiency and using the current blend of approaches.

SLS also expanded geographically, establishing overseas field schools to teach the second year of the most difficult languages: Arabic, Chinese, Japanese and Korean. Developing its own curriculum and textbooks, SLS explored a variety of teaching methods, from “the silent way” and “community language learning” to an eclectic blend of proficiency-based, intensive, job-relevant instruction.

The FSI test and its zero-to-five proficiency scale established a foundation for use-oriented language testing around the world. SLS' books have generated the “Speak a Language like a Diplomat” ads found in the media and on the Internet.

SLS' focus on relevance reflects world events. A key program in its early years was teaching German to visa clerks working with the displaced persons program. During the Kennedy administration, the school developed language materials in Swahili, Yoruba and other African languages to support Department missions in newly independent nations. In the late 1960s and early 1970s, the largest SLS language section was Vietnamese, which trained hundreds of students at its Vietnam Training Center. Today, Spanish, Arabic, Chinese and French are the largest programs.

Early language training by the U.S. Army differs greatly from that which FSI uses today.

CHANGING NEEDS, NEW TECHNOLOGY

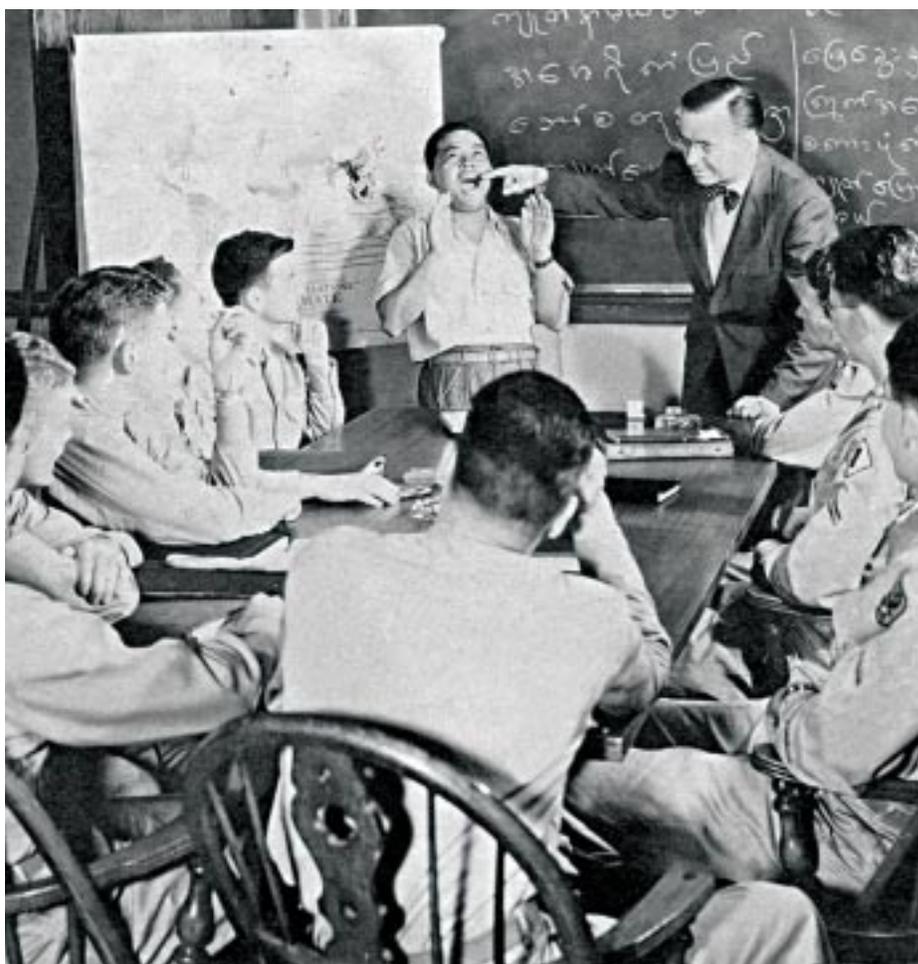
One of the most important developments at SLS has been the use of new technology to learn languages. From the launch of SLS' first distance-learning program in 1999, SLS and FSI's Instructional Support Division have developed 22 mentored interactive, language-learning programs, some with voice-recognition technology, in 12 languages. These include introductory, express and intermediate-level online courses in French, Spanish, Chinese and Arabic, among other languages.

There are also language-conversion courses for Spanish to Portuguese and Russian to Polish, and an Out and About series focusing on Moscow, Cairo, Tokyo, Beijing and other difficult-to-navigate cities. Distance-learning programs enable Department employees to study languages at any time from any place in the world. One employee with a 4/4 in Spanish tested at a 3/3+ in Portuguese after just three 14-week, online sessions.

Another important development has been the Learning Consultation Service. Now, new language students receive professional advice in determining their individual learning styles. A learning consultant provides the students with feedback and is available throughout the training to help students and instructors maximize the learning experience.

IN-COUNTRY TRAINING

Recognizing the value of in-country training and immersions and the need



PHOTOGRAPHS: FSI ARCHIVES



FSI language tape production equipment circa the 1960s. Today, most of FSI's multimedia language-learning material is digitized.

for entry-level officers to have additional language training, the Director General in 2006 launched an initiative of in-country “transition immersions” for entry-level officers. These immersions follow the officers’ FSI training and are used with a limited number of difficult and critical-need languages.

SLS also supports posts’ language programs. Last year, it provided \$1.2 million to 150 posts to supplement post-funded programs that help eligible family members and employees gain the language skills to live and work successfully in another culture.

Many language students participate in self-funded immersion programs during their language training. Accompanied by a Language and Culture instructor, the students may go abroad or visit U.S. communities such as California’s Little Saigon.

Even as it focuses on promoting proficiency in language learning, SLS collaborates with the FSI School of Professional and Area Studies, posts and Department bureaus to develop tradecraft modules for language training. For example, virtually all language programs offer modules on consular skills and public diplomacy and media training. SLS’ Russian section is completing a new distance-learning program called People to

People that will help employees effectively talk with Russian speakers.

RESPONDING TO CHANGE

The 2001 terrorist attacks profoundly affected SLS, increasing the need to produce additional—and more fluent—Arabic speakers (see related story). The school also revived and enhanced programs in Dari, Farsi and Pashto, among other languages. Transformational Diplomacy, with its emphasis on outreach to new, younger and larger audiences and the media, demanded that more employees gain language proficiency and that those going into positions with significant public diplomacy responsibilities develop proficiency to the 3+ or 4 level. SLS has responded by making beyond-level-3 training available in Washington and at its field schools in Tunis, Taipei, Yokohama and Seoul.

Language learning is a career-long endeavor that is challenging but essential to effective diplomacy and achieving America’s strategic mission. SLS has changed as language training has changed over the past 60 years. As the need for language proficiency in American diplomacy evolves, SLS will respond to meet those needs. ■

The author is dean of the School of Language Studies and has studied Indonesian and Thai at FSI.



60

YEARS OF TRAINING
EXCELLENCE

FSI

TIME FOR ARABIC IS NOW

FSI OFFERS MANY WAYS TO
STUDY THE LANGUAGE

BY JAMES BERNHARDT

The best time to learn Arabic is now, because of the State Department's high need for Arabic speakers, and there is no better way to learn than the way you learn best.

FSI's Arabic program has responded to the increasing demand for fluent Arabic speakers by introducing a wide range of options to make the training convenient, effective, fun and able to fit the student's learning preferences. Among the new options are several types of distance-learning courses, new job-specific courses, expanded offerings of Early Morning Arabic and language immersions in Arabic-speaking countries and in Arabic-

speaking parts of Michigan. FSI has also introduced a special track in Iraqi Arabic and an improved curriculum for basic training in modern standard Arabic and Egyptian Arabic.

The FSI-developed distance-learning courses introduce learners to the beautiful Arabic script through a series of basic courses called Arabic Express. Other courses are designed to help maintain and improve high-level reading skills.

A Foreign Service officer with a master's degree in the teaching of English as a second language took the Arabic Express Part 1 course last summer and found it was well constructed and provided a good foundation of vocabulary, grammar, listening and speaking.

"The weekly mentoring session was an excellent motivator to study; I liked that it was tailored to situations that officers encounter overseas," the officer said.

FSI also targets the job-related needs of individuals, offering special Arabic courses or course segments for those with general services, consular

FSI students participate in a simulated *Loya Jirga* (a formal meeting) as a Pashto language exercise. From left: an unidentified Defense Language Institute Pashto instructor, FSI Pashto instructor Ahmad Zaki and FSI Pashto language students Justin Kolbeck and Ryia Miller.



PHOTOGRAPHS: ROBERT KASER



An FSI language proficiency test is conducted via digital videoconferencing.

and other responsibilities. This spring, Cairo-bound officers took part in a consular tradecraft module conducted in Egyptian Arabic. The week-long program culminated in simulated interviews, which used FSI's mock consular windows. An officer who had done one consular tour in Latin America said that, while she had already worked at the consular window, she was happy to see authentic documents from her next posting and liked trying out her Egyptian Arabic in a realistic setting. Her language instructor, Nadia Mokhtar, is a Cairo native and an experienced consular officer and used colloquial Egyptian in the training materials.

NOVEL TECHNIQUES

Other FSI activities make the language come alive. One highlight this year was a trip by students to the Detroit area, where they reached out to the largest Arab-American community in the United States. They practiced Arabic in formal and informal settings, including 45 minutes spent working behind the counter at an Arab bakery. In a domestic version of Transformational Diplomacy, the students heard about

the Arab immigrants' histories, cultures and aspirations, and talked with them about social services, immigration, economics and politics.

FSI's second-year Arabic course is held in Tunis and trains students to more advanced levels. An innovation there is media training, including a spontaneous TV and radio debate, as a part of the program. This year, with support from the Office of Public Diplomacy and Public Affairs, the school held its second advanced media workshop for officers from throughout the region.

The Department has significantly increased its commitment to training: In 2001, FSI had 109 Department of State enrollments in Arabic; by 2006, that number grew to more than 450. But more Arabic speakers are needed—and at more advanced levels of proficiency—to carry out Transformational Diplomacy in the Arabic-speaking world. SLS continues to develop more innovative and more effective methods to fulfill those needs. ■

The author is chairman of Near East, Central and South Asian languages at the School of Language Studies.



60

YEARS OF TRAINING
EXCELLENCE

FSI

WELCOME HOME

TRANSITION CENTER AIDS IRAQ, AFGHANISTAN RETURNEES

BY TRANSITION CENTER STAFF



PHOTOGRAPH: DAVID L. JOHNSTON

Returnees from Iraq or Afghanistan in the last year likely attended a seminar at FSI's Transition Center called the High-Stress Assignment Outbrief session. The program began when the Department found the first wave of returnees reporting that their assignments had not been like any others.

At the request of then-Director General Robert Pearson, the Office of Medical Services partnered with the Transition Center to design and implement this program. Since then, hundreds of employees and some family members have attended a scheduled course at FSI or an individualized session with the director of the Transition Center or the director of the Office of Mental Health Services.

The program is tailored to employees facing difficult and unfamiliar challenges when repatriating from a war zone. Outbrief participants share strategies on dealing with decompression and learn the symptoms of post-traumatic stress disorder and about additional resources. Most important, the Outbrief lets the Department express its thanks to volunteers and hear feedback—without personal attribution—on the adequacy of its support before, during and after deployment to an unaccompanied post.

The program helps employees adjust after dangerous assignments, but for many it is only the first step on a long and sometimes difficult journey. The Outbrief sessions have led to the production of notes on emerging trends that have influenced important revisions to the terms and conditions of future assignments and to cables highlighting the leadership challenges facing colleagues at high-threat posts.

Outbrief sessions have also placed attention on the interpersonal coping strategies of couples separated by unaccompanied assignments. A soon-to-be-released video produced by the Transition Center will inform prospective employees about the personal challenges inherent with these assignments. In the video, couples share their experiences in making difficult decisions and in preparing for deployment and surviving the assignment, repatriation and reintegration. The video will be important for those contemplating an unaccompanied tour

at one of the Department's highest-priority posts.

The Outbrief program was a direct response to the needs of the Department. Other recent examples of the Center's problem-solving include several outreach mechanisms. The Overseas Briefing Center's Post Info to Go system, for instance, is for employees who cannot visit the Center on the FSI campus and for family members without access to the OpenNet. To provide them with information on posts, this desktop delivery system allows users to electronically access country briefing materials and e-mail that information home to family members.

Additionally, employees no longer need to visit the OBC to view all post videos—select videos are now on the BNET system and more are being added to the schedule monthly. OBC's Personal Post Insights collection candidly informs bidders about mission living conditions and is an anonymous account of life at post. They are also available through Post Info to Go.

Another resource, the Find Your Way CD, was created for family members and non-Department clients to navigate Transition Center programs and products via the Internet. It directs people to appropriate resources based on their stage of life in the foreign affairs community.

FSI's Training Division, meanwhile, will soon offer the Advanced Security Overseas Seminar online for those who cannot travel to Washington for this mandatory training. Additionally, the Transition Center's popular retirement planning seminar will soon be offered to entry- and mid-level employees.

A modern one-stop shop for training, career transition advice and research about overseas posts, the Transition Center has roots dating back to the 1930s. From a small library and early training courses for spouses, it grew into the OBC in the 1970s, and the Career Transition Center was added in 2000. Together, the three divisions of the Transition Center use decades of expertise from dedicated professionals to educate and prepare clients for Foreign Service transitions. ■



YEARS OF TRAINING
EXCELLENCE

FSI

The National Unity Orchestra performs in Erbil.



SYMPHONY OF DIVERSITY

In July, the U.S. Embassy in Baghdad and the Regional Reconstruction Team in Erbil, Iraq, organized the National Unity Performing and Visual Arts Academy, a training camp for more than 300 of Iraq's performing artists. The 10-day academy was held in Erbil and supported by the Houston-based nongovernmental organization American Voices and the Ministry of Culture of the Kurdish Regional Government.

It was the embassy's largest cultural program since opening in the summer of 2004.

Officers from the U.S. Embassy in Baghdad's Cultural Affairs Office worked with their counterparts at the Erbil-based

Regional Reconstruction Team to create the academy. For the program, 10 well-known educators traveled to Iraq to instruct young Iraqi musicians, dancers and thespians.

The academy enhanced the artists' talents, introduced them to American performing arts and provided an opportunity for Iraqis of different geographical and sectarian backgrounds to unify and express their common passion for the performing arts.

The program's music instructors taught jazz, classical and chamber music, while dance studies focused on ballet, jazz and contemporary. Theater sessions featured selections from the popular musicals *Grease* and *The Wizard of Oz*.

"As a teacher and as a musician myself,

I find this one of the most exciting and rewarding experiences of my entire life," said Allegra Klein, music instructor and executive director of the nongovernmental organization Musicians for Harmony. "We're bringing a new teaching method that is well established in Europe and America—the Suzuki Method.

"We hope that with the success of this program, we will be able to continue in the future."

At the end of the program, all four of Iraq's orchestras, as well as the newly formed youth orchestra, assembled on one stage for two concerts. The first, titled *Jazz Bridges*, featured ballet, hip-hop and Iraqi folk dances, as well as traditional Arab and

IRAQIS DEMONSTRATE UNITY THROUGH PERFORMING ARTS ACADEMY **BY MICHAEL POLYAK**



“The best thing was that people were caring about us.”

Above: Dance instructor Michael Parks Masterson, kneeling furthest right, poses with Kurdish hip-hop dancers. **Below:** Cultural Affairs Officer Kim Dubois, left, tours the academy with Minister of Culture Kakaye.

Kurdish music blended with American jazz. The second, the National Unity Concert, included members of the Iraq National Symphony Orchestra, the Sulaimaniyah String Orchestra and the Hawler Orchestra. The orchestras

performed the classics, including Beethoven and Mussorgsky.

At the National Unity Concert, Pat Butenis, the embassy’s deputy chief of mission, said the concert “demonstrates the progress that can be achieved when Iraqis

of various backgrounds come together for a common purpose.”

The National Unity Performing and Visual Arts Academy was developed after a successful embassy–American Voices program was held in February at Baghdad’s Al Rasheed Hotel. The event featured an American song-and-dance ensemble and the Iraqi National Symphony Orchestra, performing for an Iraqi audience and Under Secretary of State Karen Hughes.

As the latest program concluded, several students expressed their appreciation.

“These 10 days have been the most amazing 10 days of my life,” said a violinist from Baghdad.

A Kurdish hip-hop dancer added, “The best thing was that people were caring about us.”

Falakadin Kakaye, minister of culture for the Kurdish Regional Government, said he was “pleased that the orchestras of Baghdad, Sulaimaniyah and Erbil can be here. This shows that all parts of Iraq can come together peacefully. I’m sure that this will be a step towards national reconciliation for the Iraqi people.” ■



The author was the Iraq public affairs desk officer in the Bureau of Near Eastern Affairs.

Havana



**“Surreal” city challenges
and charms U.S. diplomats**

By Ramón Negrón and John Vance



Night falls over the Cathedral of Havana and the public square.

POST OF THE MONTH>>>

Havana



COUNTRY>>> Cuba

CAPITAL>>> Havana

TOTAL AREA>>> 110,860 square kilometers

APPROXIMATE SIZE>>> Slightly smaller than Pennsylvania

GOVERNMENT>>> Communist state

POPULATION>>> 11.4 million

LIFE EXPECTANCY AT BIRTH>>> 77 years

LANGUAGES>>> Spanish

CURRENCY>>> Cuban peso (CUP)

PER CAPITA INCOME>>> \$4,000

UNEMPLOYMENT RATE>>> 1.9 percent

IMPORT COMMODITIES>>> Petroleum, food, machinery and chemicals

EXPORT COMMODITIES>>> Sugar, nickel, tobacco and fish

INTERNET COUNTRY CODE>>> .cu

In Havana's Miramar suburb, a clock tower commands an immaculate stretch of median along Avenida Quinta. The lush vegetation and stately embassies lining both sides of the refurbished street make Quinta Cuba's most prestigious boulevard.

Upon closer inspection, one notices the clock has stopped.

There could be no better metaphor for Cuba in 2007. For the city of Havana, time halted when Fidel Castro took power in 1959.

In a concession to economic necessity in a post-Soviet world, the Cuban government has allowed the changes necessary to attract tourists' hard currency to Cuba. While Havana and selected resort areas benefit from an ongoing facelift, the patient—Cuba—remains in serious condition.

While the wider world has outgrown communism and embraced the free market in the last 20 years, Castro's regime has stubbornly clung to its tired Cold War doctrine and anti-capitalist rant.



Left: A 1950s car passes the clock tower on Avenida Quinta in Miramar. **Above:** "We don't want Easterners...Get out" says the sign held by a fan at a baseball game. The rivalry between Havana and the eastern city of Santiago is intense.

Waiting to Emigrate

Cubans' responses range from resignation to resistance to migration. According to the Cuban Commission on Human Rights and National Reconciliation, 246 political prisoners endure harsh conditions in crowded prisons and between 2,000 and 3,000 citizens are held on the charge of "dangerousness." Almost a quarter million Cubans have applied for U.S. immigrant visas or refugee travel documents. Despite the legal means in place to foster their safe and orderly departure, many Cubans are too desperate to wait. In fiscal year 2006, an estimated 15,700 Cubans took to the sea.

The results of the Cuban government's antiquated policies are visible throughout Havana. In block after block, wooden scaffolds support decaying buildings and lumbering American-made '50s-era sedans trail smoke past billboards spouting revolutionary rhetoric.

When asked to summarize their experience in Cuba, most diplomats at the U.S. Interests Section use the word "surreal." They also say it is "fascinating," "difficult" and "inspiring." Among the key components of the Cuban government's longstanding policy to insulate its citizens from the world is its tireless campaign to isolate the 51 resident USINT diplomats and their families from Cuban society. There is no question that a tour of duty in Havana is an experience unlike any other in the Foreign Service.

In January 2006, USINT installed a billboard on its fifth floor that scrolls current events, quotes and human-interest stories to the citizens of Havana. Vexed at the prospect of an informed citizenry, the Castro government moved with uncharacteristic alacrity. Almost overnight a cluster of black flags sprang up to block the ticker from view. Coupled with the numerous accusatory billboards and ring of unsmiling police officers around USINT's six-story oceanfront building, the flags make it abundantly clear that the Cuban government regards USINT as Ground Zero in the clash between democracy and communism.



The USINT building and billboard are obscured by the flag park hastily put up by the Cuban government.

Under Scrutiny

Being a U.S. diplomat in Havana has long meant living under difficult circumstances. Listening devices in all USINT spaces, vehicles and homes mean one can never escape Cuban government scrutiny. The pervasive intelligence-gathering effort directed at USINT has garnered Havana the dubious honor of being the U.S. government's sole nonfraternization post. The increasingly fickle nature of Cuba's visa issuance procedures makes it impossible to plan arrival schedules of section personnel and visiting family. And in-country travel is restricted to Havana and its environs.

One challenge in Havana is shared by all, regardless of nationality: the paucity of food and shopping. USINT personnel rapidly learn to buy in bulk when desired items appear in stores that cater to expatriates, as that may be their only opportunity. As the average mark-up on imported items is 240 percent, the exorbitant cost of filling a shopping cart sometimes leaves one wondering which is worse: missing a favorite item or finding it.

Accustomed to mitigating Cuba's perennial grocery shortage through household and consumables shipments, the USINT community has recently contended with a spate of Cuban government import restric-

tions. Some are reciprocal, while others seem almost random. Cuban authorities currently hold 28 USINT shipments in local ports. Some have been in limbo for more than 18 months. Since last year, the Cuban government has prohibited the delivery of personal vehicles for incoming USINT staff.

Despite the undeniable hardships and frustrations, many Foreign Service families extend their tours in Havana. Although government-to-government relations are chilly, the Cuban people are friendly and generally like Americans. The quality of the elementary education programs at the International, Spanish and French schools is an attraction, as is the excellent prospect for spousal employment at USINT.

The Cuban government's draconian policies toward USINT personnel have produced a tightly knit community with frequent social activities. Also, Havana is a safe city in which to live. Although much crime goes unreported, the incidence of residential break-ins is exceedingly low in areas where USINT personnel live.

Dominoes and Salsa

Finally, while sadly complicating the plight of habaneros, the frozen-in-time quality of Havana makes it a unique and photogenic city. From its Spanish colonial architecture to its quality cultural events

and vibrant musical heritage, Havana readily shares its treasures with the visitor. For those exploring its narrow passages on foot, Havana's rich culture is on display at every corner. The exclamations of men shuffling dominoes on rickety tables, the laughter of women chatting in shadowed doorways and the shouts of children playing baseball with makeshift bats compete for one's attention while the ever-present salsa music brings rhythm to the cacophony.

On a recent evening, tinny rock music blared from a transistor radio belonging to a group of young Cubans gathered on the massive Malecon wall. The language was English and the station from south Florida. The alluring sounds of Miami constantly remind restless Cubans how tantalizingly close is a way of life that has eluded them for three generations.

The vignette also captures the contrast between two nations with cultures so closely entwined and political ideologies so irrevocably distant. Within that dichotomy lies the charms and challenges of life in Havana for the U.S. diplomat.

Ramón Negrón is a political-economic officer and John Vance was until recently public affairs officer at the U.S. Interests Section in Havana.



Che Guevara's image above the words "Until victory, always" graces the Ministry of Interior building.

Transition to Democracy is U.S. Goal

By Ramón Negrón and John Vance

The U.S. Interests Section opened on September 1, 1977, on the site of the former U.S. Embassy chancery, which had closed 16 years earlier. Operating under the auspices of the Swiss Embassy, USINT includes an annex for refugee operations. Both buildings are situated on Havana's famous seaside boulevard, the Malecon.

USINT employs 51 American direct hires, 14 eligible family members and about 300 Cubans, who are selected by the Cuban government.

After the 1959 revolution, U.S.-Cuba relations steadily deteriorated. A string of hostile confrontations—among them, the growing nationalization of U.S.-owned assets in 1960, the Bay of Pigs invasion in 1961 and the 1962 Cuban Missile Crisis—culminated in the U.S. government's 1963 issuance of the Cuban Assets Control Regulations, the first of a series of U.S. sanctions designed to isolate the regime and deprive it of U.S. dollars.

The fall of the Soviet Union cost Cuba about \$6 billion in annual subsidies and

spawned an economic crisis in the early 1990s known as the "special period," during which Cuba's economy contracted by a third. By 1994, the situation was so dire that the regime, capitalizing on a Haitian migration crisis, unleashed an outflow of 30,000 Cubans across the Florida Straits. The crisis forced the Cuban regime to downsize its military, partially open its economy and agree to the U.S.-Cuba Migration Accords. Political repression continued.

In 1996, the Helms-Burton Act codified the U.S. sanctions. Only two areas of commercial sales have an exception: the sale and export of medicine and medical supplies and the sale of food and agricultural commodities.

As the United States and Cuba have no formal diplomatic relations, contact between USINT personnel and the Cuban government is kept to a minimum. The lone exception is USINT's drug interdiction specialist, a commissioned Coast Guard officer who exchanges limited tactical information with Cuban officials on drug interdiction and migration operations.

Nonetheless, USINT is the mission with the largest diplomatic footprint in Cuba. It focuses on cultivating contacts with average Cubans, civil society and third-country nationals.

Department of Homeland Security personnel at USINT's refugee unit adjudicate 90 percent of the 20,000 travel documents USINT issues yearly to foster safe, legal and orderly migration. The unit also annually resettles in the U.S. about 3,000 Cubans who have been persecuted for their political or religious beliefs.

USINT implements the Office of Cuban Affairs-led effort to hasten a peaceful Cuban-led transition to democracy and a free-market economy. USINT personnel distribute literature and other materials; report on the status of political activists, dissident leaders, religious groups and emerging civil-society actors; interact with broad swaths of Cuban society; and provide on-the-ground accounts of what is going on in Cuba.

For Cubans, interaction with USINT officials can bring unwanted attention from an omnipresent state security apparatus dedicated to squelching all potential opposition. The fact that Cuba's Interior Ministry is



Clockwise from above: A Marine security guard stands in front of the USINT entrance. Medley in chrome and steel: The past lives on in Havana. A building, left, in a rejuvenated section of Havana Vieja awaits its turn for a facelift. Consular officer Heather Watson-Ayala, standing, and Cuban national employee Maria del Carmen Muñoz review a case.

larger than its Defense Ministry is illustrative: The regime devotes more resources to defending itself from its own people than from foreign threats. In addition to the risk of becoming political prisoners, opponents of the regime are denied jobs and are constantly harassed.

Buoyed by limited international joint ventures and Venezuelan subsidies, Cuba claims its economy has strengthened since the late 1990s. However, it remains plagued by corruption and inefficiency, and the vast majority of Cubans have no access to many staple foods (including beef and milk), the Internet, a free press, property ownership or even a decent hotel.

“The reality of living in a communist country hit me,” a USINT consular officer said, “when I discovered my maid left her job as vice president of a large, state-run enterprise to iron our shirts and take care of our plants.” ■

Ramón Negrón is a political-economic officer and John Vance was until recently public affairs officer at the U.S. Interests Section in Havana.





HR/EX Executive Director Ruben Torres, seated, confers with former deputy director Raphael Mirabal.

HR/EX

HR'S EXECUTIVE OFFICE PROMOTES EFFICIENCY, TRANSPARENCY **BY SHANNON GALEY**

The Bureau of Human Resources' Executive Office plays a key role in implementing federal and Department-wide personnel initiatives and ensuring compliance with HR policies and procedures. It also provides computerized business solutions for Department of State employees.

Human resources management is moving away from paper-intensive processes by using information technology to increase automation and gain efficiencies. For the past several years, HR/EX has sought to shift all human

resources management processes into an electronic environment. For example, employees can now electronically view images of their personnel records, bid on future assignments and monitor their official status. This has brought more transparency into HR processes and replaced outdated, inefficient paper-based systems.

HR/EX contains the following divisions: Budget, Enterprise Services, Personnel Administration, Records and Information Management, Systems Development and

Systems Oversight. Each works interdependently to keep the Bureau and its programs running as smoothly as possible.

Managing Money, Moving People

Accountability and evidence-based results are needed to manage a budget, since efficient budget oversight and management produces better decisions on spending priorities. The HR/EX Budget Division uses this strategy when managing two major funding components:

Operations and Post Assignment Travel. The Operations account comprises all of the bureau's operating funds for normal business functions across various offices, including funds for student intern and fellowship programs, the Student Loan Repayment Program and unemployment compensation. The Budget Division manages the Post Assignment Travel account, which includes funds for transporting Foreign Service employees, eligible family members and household effects to onward assignments.

The Permanent Change of Station Travel process is important to many Department employees. Much can go wrong if even the slightest detail in the process is overlooked. In January 2004, the Budget Division helped to implement the PCS Travel application that is used by the Career Development and Assignment travel technicians to capture all of the travel-related elements and provide a more detailed accounting of travel order costs. PCS Travel has resulted in better cost estimates and more accurate travel advances for employees.

Although streamlining a process will usually introduce efficiency, organizational changes can often achieve similar results. In April 2007, HR/EX assumed organizational responsibility for the Career Development and Assignment travel technician function, which processes PCS travel orders and related actions. Now that the travel technician function is under one reporting structure, day-to-day management of travel orders is improving, customer service support levels are rising and there is a more streamlined workflow. The travel technicians also benefit by leveraging HR/EX's expertise on matters ranging from training to functional and application support.

Innovative Solutions

In July 2006, HR/EX completed a major upgrade of the Integrated Personnel Management System that serves as the Department's primary technical platform for providing superior human capital management. This comprehensive modernization effort involved a complete redesign of the entire IPMS infrastructure to include hardware, software and network enhancements. It also included the subsequent implementation of a new "data broker" approach that has enabled real-time data sharing between applications and ensured better data integrity and reliability.

The IPMS has four core applications: the Global Employee Management System,

At a Glance

Office name
Bureau of Human Resources
Executive Office

Symbol
HR/EX

Office Director
Ruben Torres

Staff size
250

Office Location
SA-1, Columbia Plaza

Web site
<http://hrweb.hr.state.gov/prd/hrweb/ex>

Human Resources Online, Knowledge Center and the Post Personnel System. Together, these applications have reduced transaction processing overhead, enhanced enterprise-wide data sharing and provided employees and their supervisors with the



Members of the Systems Oversight team include (from left) Barbara Dauphin, Joey Hutchins and Gladys Wiggins.



Above: Among the RIM staff members are (from left) Pamela Bundy, Pamela Moore, Jasmine Fitchett and Bernard Huff. **Below:** Conducting quality control on scanned images that will be part of employees' online personnel files are (from left) Sandra Darden and Candice Otis.

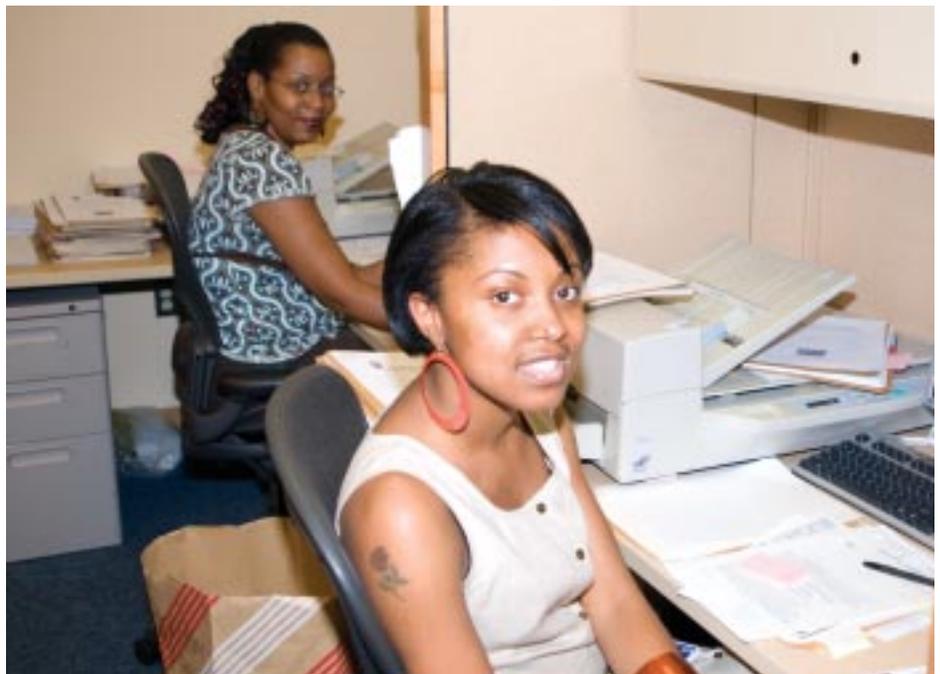
ability to manage independently their personnel-related information through automated seamless workflow processes. The Systems Development Division is responsible for developing and maintaining software for these applications.

The Global Employee Management System is an Oracle/PeopleSoft-based human resources management application that is the Department's official transaction processing system for all American direct-hire employees. The recent IPMS upgrade enhanced the GEMS software, and HR plans to take advantage of the software's expanded self-service capabilities. Soon, employees will be able to initiate changes to their records online, and managers will be able to approve these changes and launch job-related personnel transactions, if needed. This new functionality will eliminate the middle man and provide more transparency.

The Human Resource Online system is the single point of entry for nearly 30 of the bureau's "best in class" applications. HR Online is the bureau's primary Intranet

portal for employees to access self-service applications such as Employee Profile, Employee Profile Plus, the electronic Offi-

cial Personnel File, Foreign Service Bidding tool, Student Loan Repayment Program and Career Tracker. HR Online is also used



PHOTOGRAPHS: ED WARNER



From left, Ryszard Olewnik and Angela White are from HR/EX's Administration Division, while Ben Lam and Cynthia Davis are from the Budget Division.

by personnel specialists to access such business applications as GEMS, Service Computation Date, Domestic Staffing Model and PCS Travel.

Managing electronic records for thousands of employees means that IPMS must capture and maintain millions of bits of data, ranging from employee status to assignment history. All of this data must be processed, managed and stored so that it can be viewed and shared in multiple ways. For this purpose, the Knowledge Center was created to serve as HR's reporting solution for all IPMS applications.

HR/EX has set the standard for obtaining a complete, accurate and up-to-date count of U.S. government overseas personnel who are under Chief of Mission authority. It does so through the Post Personnel System, a Web-based human resources management and tracking system that is the official data source for all Locally Employed staff and U.S. personnel under COM authority overseas. Post Personnel data is stored locally and transmitted nightly back to Washington, D.C., where it is placed in a consolidated database that allows aggregate

reporting, data standardization and reconciliation. This data can be integrated and shared with other financial, inventory and property applications within and outside the Department.

Corporate Support

No enterprise can succeed without unlocking the power of human capital. The Systems Oversight Division, charged with program development and functional oversight, performs three primary functions. It supports users of HR systems and applications; manages policy, analysis and reporting; and oversees applications requirements, analysis and testing. Under the IPMS program, SOD's subject-matter experts evaluate transaction processing requirements, develop IPMS application training documentation and enforce system access controls.

The Enterprise Services Division is primarily responsible for network support, bureau Web site maintenance and information technology system security. ESD also includes the HR Help Desk, which resolves end-user problems with IPMS applications

and bureau workstations. The Help Desk was one of the first federal sites to be recognized by the International Organization for Standardization for its best practices in IT service management. Meeting this standard was a signature HR achievement and ushered in the benchmarking of performance and customer service levels, allowing HR/EX to continually assess, adapt, innovate and improve.

The Records and Information Management Division develops, administers, manages and evaluates personnel records management. It also administers the Freedom of Information and Privacy Act program for all human resources information and data maintained in the Department, while monitoring and controlling access to personal employee data. The protection of employees' privacy and the safeguarding their personal information is one of HR/EX's highest priorities.

In addition, RIM administers the electronic Official Personnel Folder application, which enables employees to view images of their official HR documents at



Above: The Enterprise Services staff includes (from left, rear) Brett Gittleson, Bill Griffin and John Williams; (middle) Toni Miller and Karen Mioduski; and (front) Eileen Bluestein and Lisa Chichester. **Below:** Among the Systems Development Division staff members are (from left) Doug Townsend, Tom Burgess, Kristine Kaehler, Kevin Phelps and Tracy Byrd.

their desktop. Department employees now have access to their administrative, performance and retirement files and will soon have access to their PCS Travel files. The eOPF application automated much of

the 2007 Foreign Service Promotion Boards process. Board members can now view Employee Evaluation Reports and other performance-related documents online.

HR/EX is rolling out two important

process changes as part of its efforts to modernize HR's business platform. For instance, select Department employees will soon begin participating in a pilot program to automate the performance evaluation review process. In addition, changes are underway to automate the travel messaging component of the PCS Travel application. Both efforts will dramatically improve processes that have historically frustrated employees and managers.

All HR/EX divisions work together to improve service and provide customers with the tools to perform their functions worldwide. Whether through managing budgets, automating HR processes or reorganizing support functions, the Executive Office never loses sight of its most important customers, the Department's nearly 70,000 employees. ■



The author is a communications consultant in HR/EX.



Fine Art

IRAQ'S REPUBLICAN PALACE OFFERS WONDERS TO THE EYE

BY JUDES E. STELLINGWERF

Some people might consider the Republican Palace, site of a U.S. embassy annex in Baghdad, to be overwrought, flowery and gaudy. Others see its inlaid Italian marble floors and intricately carved ceilings—three stories high in some places—as fine art. These ceilings and floors, found throughout the palace, are part of a building that one source termed “a neo-Babylonian affair built on a massive scale and composed of tremendous pillars, bulky double-leafed doors, soaring domes and a labyrinth of passages . . .”

The architectural concept for the palace was realized in the early 1950s. The ruling monarchy wanted a monumental palace located on a bend in the Tigris River and built to endure the harsh Iraqi climate. King Faisal II's father commissioned British architects to build the project, which would eventually encompass an area almost two miles long.

Local and foreign-trained Iraqis were responsible for structural, electrical and

mechanical engineering. Limestone was imported from surrounding countries to build the palace. The imposing elements of the building's façade, as well as the massive pillars, were wrought from Lebanese stone, which was transported in immense blocks and broken down at the job site.

The British architects brought fine marble from Italy for the floors and walls and brought expert Italian craftsmen to inlay the stone. Before the marble was exported, every piece was cut to specifications in Italy. When the craftsmen traveled to Iraq, they simply had to assemble the stones on site. The project was completed in 1959.

Some of the palace's intricately carved ceilings are painted in pastels; others burst out of the lintels in primary colors. Most follow the precepts of Islamic art: Instead of images of animals, men or plants, the artists used geometric images that were intricately repeated.

The ceilings appear to have miles of intricate carvings. When looked at closely, they

seem instead to be made of the dots and dashes of a Morse-code message. The symbols endlessly repeat themselves to form beautiful borders and intricate patterns.

The palace also has architectural anomalies. The room considered the palace's main rotunda has a ceiling that echoes the Pantheon in Rome, with its stacked carved limestone bricks. The ceiling of another large space, the grand ballroom, is a huge mural-covered dome. Images of missiles flying through an endless blue sky are intended to put viewers in awe of the power of the regime of the palace's former owner, Saddam Hussein.

Whether one looks down or up, the palace's architecture catches the eye. One day, it will be returned to the Iraqi people, and the embassy will move the offices now in the palace to a new facility, now under construction. ■

The author is chief of protocol at the U.S. Embassy in Baghdad.



Post-traumatic Stress Disorder

SURVEY: STRESS WIDESPREAD IN UNACCOMPANIED TOURS **BY DR. LARRY BROWN**

The Office of Medical Services and the Family Liaison Office jointly surveyed Foreign Service employees who had completed unaccompanied tours from 2002 until the summer of 2007. The survey took place on the Intranet and ran from June 1 through July 15. Of the 2,600 employees who completed UTs during the indicated years, responses were received from 877.

The survey asked about exposure to physical danger and the impact of danger and isolation-related stressors upon a broad range of psychological symptoms and psychosocial functioning in these employees. Much of the survey focused on symptoms associated with Post-traumatic Stress Disorder.

PTSD is a term that is often misunderstood and applied inappropriately. It is a specifically defined anxiety disorder, most commonly brought on by an intensely terrifying incident. An individual meeting the full diagnostic criteria of PTSD is subject to considerable distress and is at risk for impairment in functioning ranging from mild to disabling. Prompt and appropriate treatment offers hope of relief and the possibility of full recovery. This is quite different from the more common and expected reactions in people who experience high levels of stress over a long time and which are related to normal neurological and hormonal responses to such conditions.

Of the 877 respondents, 358 served in Iraq, 208 in Afghanistan, 185 in Pakistan and 138 in Saudi Arabia. (Twenty-six

percent of respondents did unaccompanied tours in more than one place.)

The survey results indicate widespread stress-related symptoms among employees serving at UTs, with some reduction in the incidence of these symptoms over time after completion of the tour. Among a list of 17 symptoms often found in persons enduring chronically high levels of stress, 10 were experienced by more than 20 percent of respondents. For example, 47 percent admitted to insomnia and 33 percent reported being irritable or unusually hostile during the tour, while 55 percent reported problems in relating to their spouse or partner after completing the tour.

Up to 17 percent of respondents show symptoms of PTSD. A preliminary review of the survey indicates PTSD is probably present in at least 2 percent of the respondents. The data suggests that up to an additional 15 percent may possibly have this disorder. A thorough examination by a medical practitioner is required to make a definitive diagnosis of PTSD.

MED is contracting a data analysis firm to conduct a more detailed analysis to see if responses differ depending on the post where the UT was served, the length of the tour and the amount of time since departing the post, among other factors. This will allow for a focused assessment of the stress impact in Iraq and Afghanistan, and possible further distinctions among places within those countries.

MED believes that employees serving in UTs may benefit from a spectrum of services ranging from brief counseling to intensive psychiatric treatment on returning

from their tour. MED therefore recommends that the Department consider offering a three- or four-week mandatory home leave following a UT to assist the employee in adjusting to family, friends and a more normal work environment.

MED will recommend revisions to the preassignment brief to give more focused and detailed information about stressors induced by assignment to a UT. It will also recommend revisions to the mandatory out-brief sessions, directing more time to mental-health counseling resources, insomnia and social withdrawal.

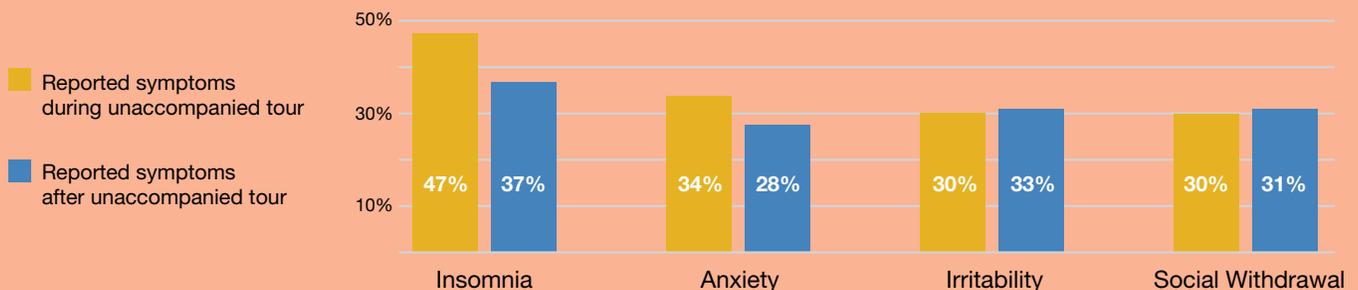
Most significantly, MED strongly recommends that the Department begin a deployment stress management program for current and future employees assigned to UTs. This program should be developed within MED, and include additional staff—one clinical psychologist or psychiatrist, two counselors and one administrative support employee—and an initial budget of \$700,000 per year. This new office would develop, teach, counsel and become involved in all activities supporting employees involved with UTs. Liaison with the FLO in supporting families of employees in UTs is also envisioned.

The full preliminary report can be seen on MED's Intranet site at <http://med.state.gov/>.

A confidential support group for alumni of UTs meets biweekly in SA-1 (Columbia Plaza). For more information, contact Employee Consultation Services at (202) 663-1815. ■

The author is the director of the Office of Medical Services.

EFFECTS OF PTSD



Student Records Online

Need your class schedule or an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office Web page on the Department of State OpenNet at <http://fsi.state.gov/admin/reg>.

Leadership Training

Leadership training is mandatory for Foreign Service and Civil Service employees at the FS-03/GS-13 levels and above to ensure that they have the necessary preparation for increasing levels of responsibility. FSI's Leadership and Management School offers the required courses to meet these mandatory training requirements and other leadership courses for all FS and GS employees.

Senior Policy Seminars

FSI's Leadership and Management School offers professional development and policy seminars for senior-level executives of the Department and the foreign affairs/national security community.

For more information contact FSI's Leadership and Management School at (703) 302-6743, FSILMS@state.gov or <http://fsiweb.fsi.state.gov/fsi/lms>.

MANDATORY COURSES

FS-3/GS-13
PK245 Basic Leadership Skills

FS-2/GS-14
PT207 Intermediate Leadership Skills

FS-1/GS-15
PT210 Advanced Leadership Skills

Managers and Supervisors
PT107 EEO Diversity Awareness for Managers and Supervisors

Newly promoted FS-OC/SES
PT133 Senior Executive Threshold Seminar

Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the Schedule of Courses on OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

Security		Oct	Nov	Length
MQ911	SOS: Security Overseas Seminar	9, 22	5, 19	2D
MQ912	SOS: Advanced Security Overseas Seminar	16	27	1D
Foreign Service Life Skills		Oct	Nov	Length
MQ111	Making Presentations: Design to Delivery		14	3D
MQ116	Protocol & U.S. Representation Abroad	27	17	1D
MQ703	Post Options for Employment & Training	18		1D
MQ802	Communicating Across Cultures		5	1D
MQ803	Realities of Foreign Service Life		3	1D
MQ851	Raising Bilingual Children		14	2.5H
Career Transition Center		Oct	Nov	Length
RV101	Retirement Planning Seminar		26	4D
RV103	Financial Management and Estate Planning		27	1D
RV104	Annuities, Benefits and Social Security		28	1D

Length: H = Hours, D = Days, W = Weeks

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well as soft skills such as leadership. To view the FasTrac catalog, visit the FasTrac Web site at <http://fsi.state.gov/fastrac>.

FSI Distance Learning

An extensive menu of FSI-developed distance learning courses is also available to eligible participants on the FSI learning management system. See (U) State 009772 dated February 14, 2005, or the FSI Web page (Distance Learning) for information.



U.S. Ambassador to Colombia
William R. Brownfield of Texas, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to the Republic of Colombia. Previously, he was ambassador to Venezuela and, before that, ambassador to Chile. His other overseas postings include Maracaibo, Geneva, Argentina, El Salvador and Panama.



U.S. Ambassador to Bahrain
Joseph Adam Ereli of the District of Columbia, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Kingdom of Bahrain. Previously, he was senior advisor to the Under Secretary for Public Diplomacy and the Department's deputy spokesman. His overseas postings include Qatar, Yemen, Ethiopia, Syria and Egypt. He is married.



Coordinator for Counterterrorism
Dell L. Dailey of South Dakota, a retired Army lieutenant general, is the new Coordinator for Counterterrorism, with the rank of Ambassador at Large. He served 36 years in the Army, most recently as director of the Center for Special Operations, where he built closer partnerships between the military and other government agencies involved in global counterterrorism activities.



U.S. Ambassador to Cameroon
Janet E. Garvey of Massachusetts, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Cameroon. Previously, she was deputy coordinator at the Bureau of International Information Programs. Her overseas postings include Budapest, Cape Town, Leipzig, Belgrade, Helsinki and Berlin.



U.S. Ambassador to Bosnia and Herzegovina
Charles Lewis English of New York, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Bosnia and Herzegovina. Previously, he was deputy director of the Office of Career Development and Assignments and director of the Office of South Central European Affairs. His overseas postings include Zagreb, Budapest, Athens and Panama City. He is married and has two children.



Under Secretary for Economic, Energy and Agricultural Affairs
Reuben Jeffery III of the District of Columbia, a lawyer, businessman and government official, is the new Under Secretary for Economic, Energy and Agricultural Affairs. Previously, he was chairman of the Commodity Futures Trading Commission. Before that, he was senior director for International Economic Affairs at the National Security Council. He worked for Goldman Sachs for 18 years.



U.S. Ambassador to Thailand
Eric G. John of Indiana, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Kingdom of Thailand. Until recently, he was deputy assistant secretary for Southeast Asia in the Bureau of East Asian and Pacific Affairs. His previous overseas postings include Seoul, Ho Chi Minh City, Bangkok and Dar es Salaam. He is married and has two children.



U.S. Ambassador to Serbia
Cameron Munter of California, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Serbia. Previously, he was deputy chief of mission in Prague. He led the Provincial Reconstruction Team in Mosul, Iraq. His other overseas postings include Warsaw and Bonn. He is married and has two children.



Special Envoy for Holocaust Issues
J. Christian Kennedy of Indiana, a career member of the Senior Foreign Service, class of Counselor, was accorded the rank of Ambassador during his tenure as Special Envoy for Holocaust Issues. Previously, he was senior advisor for the Foreign Service Career Development Program. His overseas postings include Mexico City, Panama City, Georgetown and Poznan, Poland, where he first worked on Holocaust issues. He is married and has three children.



U.S. Ambassador to Swaziland
Maurice S. Parker of California, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Kingdom of Swaziland. Previously, he was director of the Office of Employment Relations and Foreign Service Assignments in the Bureau of Human Resources. He was principal officer in Ciudad Juarez and Barcelona and also served overseas in Nigeria, Scotland, Colombia and Guyana. He is married.



Director of the Office to Monitor and Combat Trafficking in Persons
Mark P. Lagon of Virginia, a foreign affairs professional, is the new Director of the Office to Monitor and Combat Trafficking in Persons with the rank of Ambassador at Large. Previously, he was deputy assistant secretary for International Organization Affairs. Before that, he served on the Department's Policy Planning Staff and the Republican staff of the Senate Foreign Relations Committee.



U.S. Ambassador to Sierra Leone
June Carter Perry of the District of Columbia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Sierra Leone. Previously, she was ambassador to Lesotho. Her other overseas postings include the Central African Republic, Madagascar, France, Zambia and Zimbabwe. She is married to retired Foreign Service officer Frederick Perry. They have two sons and two grandchildren.



U.S. Ambassador to Nepal
Nancy J. Powell of Iowa, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to Nepal. Until recently, she was national intelligence officer for South Asia at the National Intelligence Council. She has been ambassador to Pakistan, Ghana and Uganda. Her other overseas postings include Dhaka, Calcutta, New Delhi, Lome, Islamabad, Ottawa and Kathmandu.



U.S. Ambassador to Albania
John L. Withers II of Maryland, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Albania. Previously, he was director of the Operations Center. His other overseas postings include Riga, Moscow, Lagos and The Hague. He is married to Maryruth Coleman, who is deputy chief of mission in Ljubljana, Slovenia.

retirements

FOREIGN SERVICE >>>

Carragher, James J.	Sambaiew, Vladimir Peter
Cohen, Lawrence Ellis	Scannell, Carol Lea
Fleming, Alexander C.	Speris, Stella
Hoelt, Kenneth J.	Staples, George M.
Petitt, Martha A.	Thompson, Cameron S.
Rabens, Joyce B.	Triola, Stephen
Rochester, Mark Christian	

CIVIL SERVICE >>>

Atkinson, George H.	Ehrman, Madeline E.	May, Jacquelin T.
Bleicher, Samuel A.	Frick, Dawn M.	Metts, Cheryl M.
Brown-Henderson, Gwendolyn C.	Hardaway, Bonnie B.	Modley, Peter M.
Burnam, Jeffry M.	Hurd, Thomasine Davis	Pimenov, Ninel Z.
Butowsky, Mark M.	Johnston, Wileva L.	Reddock, Geraldine W.
Davis, Ronald L.	Key, Leroy F.	Rosenberger, Janet L.M.
Davis, Shirley T.	Kmetz, Debra Ann	Spalt, Douglas R.
	Libby, Nola	Ward, Michael R.



Ralph Nelson Clough, 90, a retired Foreign Service officer, died Aug. 10 of myelodysplasia. His overseas postings included China, Hong Kong, Switzerland, Great Britain and Taiwan. After retiring in 1969, he had a second career writing on

Asian affairs while working at the Brookings Institution, the Woodrow Wilson Center and the School of Advanced International Studies of Johns Hopkins University.



Helen House McCarthy, 79, wife of retired Foreign Service officer John McCarthy, died May 6 in Peterborough, N.H. She accompanied her husband on overseas postings to Paris, Lyon, Bonn, Berlin, Beirut, Damascus, Karachi and

Rabat. She was an accomplished painter and potter and enjoyed singing, tennis and cooking. Two of her sons joined the Foreign Service—Christopher, who died in 1990, and Michael, who is in New Delhi.



Gloria E. Guadagno, 72, wife of retired Foreign Service officer Peter Guadagno, died of cancer Aug. 18 in Vienna, Va. She accompanied her husband on postings to Venezuela, Peru, El Salvador (her native country), the Philip-

pines, Colombia, Italy and Mexico. She enjoyed travel, foreign cultures, music, photography, history, anthropology, interior design and ethnic cuisine.



Robert McGovern, 71, a retired Foreign Service officer, died Aug. 3 in Sun City, Ariz. He served in the Marine Corps before joining the Department. His overseas postings included Ecuador, Paraguay, Mozambique, South Africa, Libya, Oman,

Australia, Panama, Antigua and Samoa. After retiring in 1986, he served eight years with the Federal Emergency Management Agency. He enjoyed hunting and fishing.



Juanita Jean Haar, 86, a retired Foreign Service staff officer, died May 27 of cardiac arrest and emphysema in Arcadia, Calif. Her overseas postings included Geneva, Jakarta, New Delhi, Brasilia and Vienna. After retiring in 1981,

she developed a passion for genealogy.



Patricia Whipple Olson, 73, wife of retired Foreign Service officer Oscar J. Olson, died of cancer Aug. 14 in Springfield, Va. She accompanied her husband on assignments to Venezuela, Spain, Mexico, West Berlin, Panama and

Ecuador. While overseas, she taught, presented a television program on Berlin and served as a community liaison officer. Following her husband's retirement in 1984, she graduated from Wesley Theological Seminary and served as a pastor.



Virginia Campbell Lemon, 85, a retired Foreign Service officer, died July 21. She lived in Ashland, Ore. Her overseas assignments included the Dominican Republic, Korea and Burma. She was an environmental activist who worked to save

wilderness and wildlife habitat. At the age of 80, she ran for the Oregon state senate.



Edward Ernest Post Jr., 90, a retired Foreign Service officer, died July 15 of congestive heart failure in Brinklow, Md. He served in the Pacific Theater in World War II and joined the Department in 1954. He served overseas in Rhodesia, Egypt, India, the Philippines and Indonesia. He served as chief of publications for the U.S. Information Agency. After retirement, he was an editor for the National Institutes of Health.



Hadia J. Roberts, 56, wife of retired Foreign Service officer Donald Roberts, died July 12 of cancer in Fairfax, Va. A native of Pakistan, she accompanied her husband on postings to Ankara, Bogota, Bamako, Tunis, Abu Dhabi, Doha and Manama. She lectured at the Foreign Service Institute on Muslim women in South Asian societies. Overseas, she taught, worked in consular sections and participated in choral and drama groups. At the time of her death, she was working as a language analyst for the Department of Justice.

Martha W. "Marty" Racioppi, 86, a retired Civil Service employee, died July 6 in Washington, D.C. She was a World War II flight nurse in the Asia-Pacific Theater. She joined the Department in 1964 and worked in the immunization clinic. She retired in 1987.



Charles G. Sommer II, 88, a retired Foreign Service officer, died May 22 of congestive heart failure in Escondido, Calif. He served in the Army during World War II and participated in the Manhattan Project before joining the Department. His overseas postings included Mexico City, Tijuana, Merida, Brisbane and Caracas. He enjoyed sports and music.



John Church Renner, 85, a retired Foreign Service officer, died July 26 of congestive heart failure in Alexandria, Va. He served in the Army and CIA before joining the Department in 1951, where he became an expert on international trade matters. He served overseas in Germany, France and Belgium, where he was chargé d'affaires. After retirement, he worked for Westinghouse Corp. and later had a third career as a portrait painter. He enjoyed genealogy and golf.

Charles William Sweetwood, 86, a retired Foreign Service reserve officer, died June 4. He served in the Army during World War II. He worked for the Bureau of Mines before joining the Department in 1965 as a minerals trade specialist. He served overseas in New Delhi and Johannesburg. He retired in 1980.

IN THE EVENT OF A DEATH

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

FSI's Global Schoolhouse

Sixty years ago, the United States and its allies had just won a hot world war against an implacable foe and were beginning a cold one with an equally ruthless enemy determined to impose its political system on the free world. The State Department faced an uncertain world, filled with new nations emerging from decades of colonial rule and more established countries struggling to recover from six years of total war and devastation.

Against that backdrop, Secretary of State George C. Marshall opened on C Street a modest little school dedicated to teaching Foreign Service officers how to practice diplomacy in this brave new world. The Foreign Service Institute trained and taught about 3,000 officers that first year. Today, FSI's global schoolhouse trains almost 60,000 students a year on its 72-acre campus in Arlington, Va., and at regional centers and posts around the world. It remains the first—and only—U.S. government facility devoted to training foreign affairs professionals.

To honor those 60 years of service, *State Magazine* takes an extended look at how far that modest school on C Street has come.

When Fidel Castro took over Cuba in 1959, FSI was well down its path to becoming the Department's global schoolhouse. In Cuba, however, clocks and time

stopped as Castro's increasingly despotic government began almost 50 years of hostility toward the United States. The U.S. broke diplomatic relations with Cuba in 1961; today, the 51 diplomats serving at the



U.S. Interests Section in Havana describe the duty as fascinating, difficult and inspiring. But the term used most in describing this haunted, beautiful country stuck in a 1959 time warp is "surreal."

It's official; the Civil Service Mid-Level Rotational Program will run at least another year—2008—after the successful

completion of this year's pilot program (*State Magazine*, June 2007). In this issue we get a mid-term report on that pilot program from two of the initial seven participants. Tijen Aybar is spending a year on the Office of West African Affairs team. Mary Ellen Sariti moved into Consular Affairs' Office of Overseas Citizens Services for her rotation.

Mid-term grades? Aybar awards the program an A for encouraging innovation, and Sariti gives it a similar mark for making the Department both larger and smaller for her.

Last but never least, a final salute to our colleagues en route to their final posting: *Ralph Nelson Clough; Gloria E. Guadagno; Juanita Jean Haar; Virginia Campbell Lemon; Helen House McCarthy; Robert McGovern; Patricia Whipple Olson; Edward Ernest Post Jr.; Martha W. "Marty" Racioppi; John Church Renner; Hadia J. Roberts; Charles G. Sommer II; and Charles William Sweetwood.*

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN NOVEMBER

- >>> Warsaw – Life and Triumph
- >>> In the Camera's Eye
- >>> CFC's Giving Tree
- >>> Amb. Harry Thomas Confirmed as New DG
- ... and much more!



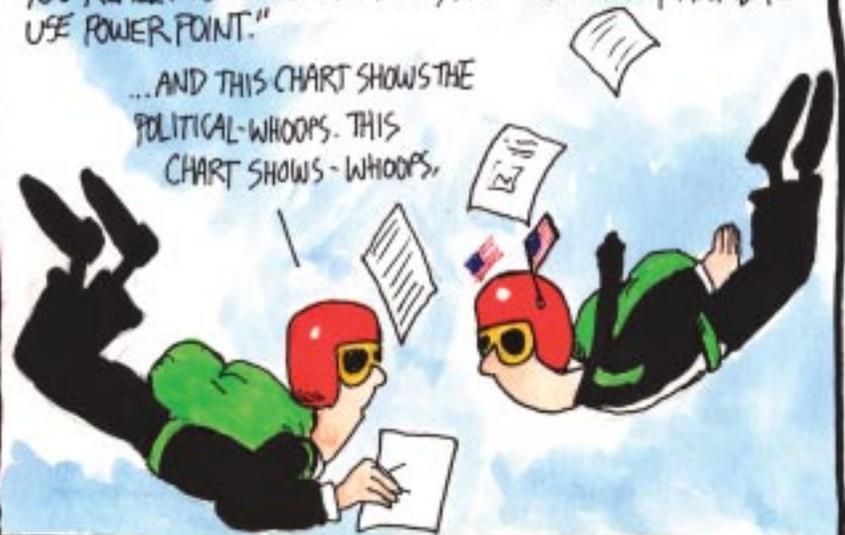
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FIRST-HAND ACCOUNTS: EXTREME EXPERIENCES AT STATE!

GIVING A BRIEFING WHILE SKYDIVING:

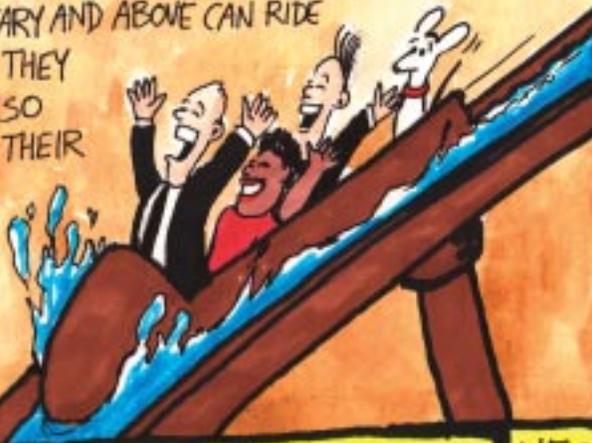
"YOU REALLY HAVE TO SPEAK UP, AND IT'S PRETTY HARD TO USE POWER POINT."

...AND THIS CHART SHOWS THE POLITICAL-WHOOPS. THIS CHART SHOWS - WHOOPS.



DISCOVERING THE SECRET LOG FLUME RIDE UNDER THE STATE DEPARTMENT:

"ONLY THOSE RANKED DEPUTY ASSISTANT SECRETARY AND ABOVE CAN RIDE IT, BUT THEY CAN ALSO BRING THEIR PETS."



ATTENDING A STATE DINNER IN OUTER ICKYSTAN WHERE YOU ARE EXPECTED TO JOIN IN EATING THE NATIONAL DELICACY OF RAW BAT BLADDERS STUFFED WITH FERMENTED STINGRAY BILE:

TASTES LIKE CHICKEN.



HAVING THE WORST CORRIDOR REPUTATION IN THE ENTIRE STATE DEPARTMENT:

"ED FRONTLOB'S
GREATEST PERSONAL ASSET IS
OPPOSABLE THUMBS."



NEGOTIATING A BILATERAL TRADE AGREEMENT WHEN SUDDENLY A GIANT SQUID ATTACKS:

"NATURALLY EVERYONE WAS PRETTY SURPRISED, BUT LUCKILY WE HAD ALREADY SIGNED THE DOCUMENTS AND THEY DIDN'T GET WET."





Oct. 2007

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